CONFIDENTIAL"

20 August 1953

MEMORANDUM FOR: Acting Deputy Director (Administration)

THRU:

Chief of Administration, DD/P

SUBJECT:

Survey Report of the Supply Section/RE/Administration

- PROBLEM. To re-evaluate logistics type T/O positions within the EE Division with a view toward determining:
  - a. The appropriate location, organizationally, for the most economic and efficient performance of essential logistical functions and,
  - b. The minimum number of personnel estimated to be required for the performance of such functions.

#### 2. ASSUMPTIONS.

- a. That the procedure, now under development, governing the preparation, review and authentication of the Logistical Annex required as an attachment to any project having a material requirement, will create a workload for the Area Division Supply Section which is considerably in excess of that under the present procedure.
- b. That the revised directive, now in the process of coordination, concerning the preparation and processing of the Forecast Materiel Requirements will be approved substantially as written and will eliminate the consolidation formerly performed by the Supply Section.
- c. That revised Field Supply Procedures, by providing for the preparation of requisitions at field station level, will result in a reduction of workload in the Area Mivision Supply Section.

3. PACTS BEARING ON THE PROBLEM.

- a. The entire system of logistical procedures is in the process of revision.
- b. The functions of the Supply Section, EE/Admin, require restatement in order to avoid implying a far wider scope of responsibility than actually exists.
- c. The T/O of the Supply Section, EE/Admin, consists of six positions, three currently occupied. The Section of performing total class.



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definable activities within its functional responsibility. Very limited production records have been maintained.

- d. There is only one officially approved job description for the Section, that of the Section Onief.
- e. In the absence of specific work units applicable to the several operations performed in this Section, and established time standards for each such operation, it has been necessary to set up arbitrary factors and accept such actual counts therefore as are available and to make estimations for the others.

#### L. DISCUSSION.

- All aspects of the Agency logistical system are currently under study in order to attain a tighter logistical control and provide adequate coordination in the preparation and processing of all related documents. The situation is generally as follows:
  - (1) Logistical Annexes are being prepared under procedures which are largely obsolute as a result of the recent OSO/OPS marger. A proposed revision of all pertinent directives has been prepared and is being circulated for concurrence of the interested parties. This revision will provide for the preparation of detailed and itemized ennex attachments to those projects having material requirements, and for complete coordination and concurrence, before the project and ennex is released from the originating division. It is impossible to determine exactly how much this revised procedure will increase the workload of the Supply Section but it is safe to assume that personnel of the Section will have to work closely with the Country Desk or Case Officer in the preparation of the annex in order to assure that stock numbers, nomencleture and prices are correct and that all pertinent logistical aspects are considered in the development of the material requirements.
  - (2) A proposed directive is now being circulated for concurrence which, if approved, will change the current procedure for the preparation, processing, review, consolidation and periodic adjustment of the semi-annual Forecast of Material Requirements, This directive should reduce materially the amount of work formerly performed by the Supply Section. The former requirement, that forecasts must be consolidated for the Division, is now reduced to a "review and adjustment" of individual field station forecasts to bring them in line with "current plans and operations". Consolidations will become a machine records operation.





Note: C/IE/Admin states that Forecasts can not and will not be prepared in the field, that they must be prepared at Country Desks and then go to the field for review and return.

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- (3) Revised Field Supply Procedures have been reproduced in tentative form and coordinated. This procedure provides for the preparation of requisitions in field stations, based on the new supply catalogs and price lists. This new routine should result in a sizable reduction in the number of requisitions prepared in the Supply Section.
- (h) In summation, the proposed procedure for the preparation of logistics Armexes will increase the workload of the Supply Section because of the apparent demand for complete itemization and pricing; the proposed procedure for the preparation and processing of Forecasts of Materiel Requirements will sharply reduce the workload of the Section because consolidations will now be done on electric accounting machines; and the new supply procedures will reduce the present workload of the Section by requiring the preparation of requisitions in the field head-quarters.
- (5) The statement of functions under which the Supply Section is operating (See Tab A) is not realistic when compared to actual activities performed and current scope of responsibilities. The existing statement of functions was written immediately following the OSO/OFC merger and before the Office of Logistics was expanded to its present scope. The present responsibilities are much less than were envisioned at the time the functions were written. Tab B is the text of functions proposed for the Section.
- (6) The job description for the Section Chief is the only one that has been written and approved. This description, like the functions, and possibly for the same reasons, includes activities that are not solely the responsibility of the Division or Section and could be interpreted to include certain responsibilities which are now within the scope of the Office of Logistics. (See Tab C)
- (7) The workload of the Supply Section involves the following activities:
  - (a) Assistance in the preparation, and the review, coordination and authentication, of Logistical Annexes
  - (b) Review, adjustment and coordination of Forecasts of Wateriel Requirements.

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- (c) Preparation of Requisitions and Requests for Shipment and follow-up to assure timely delivery.
- (d) Processing of vehicle requests.
- (e) Processing requirements for real estate, construction or alteration.
- (f) Processing of inventory reports.
- (g) Processing of recurring reports.
- (h) Maintenance of necessary records and files.
- (1) Preparation of orders for books and periodicals.
- (j) Servicing of divisional requirements for space, furniture and telephones.
- (k) Calculation of the annual cost of duplication of intelli-

Note: See Tabs D and N for steps involved in the foregoing activities.

- (8) In studying the activities and responsibilities concerned, it would appear that three activities presently charged to the Supply Section should be performed elsewhere. Items 7 i thru k above are of an administrative and service nature, requiring little or no specialized logistical knowledge, and pessible of accomplishment by administrative and clerical personnel of a much lower grade that these assigned to the Supply Section, thus relieving such specialized personnel for the performance of activities of a logistical nature.
- (9) No specific work units have been developed for the activities of an area division supply section, nor are there any approved experience factors representing the standard man hours necessary to perform such activities. In the absence of adequate historical experience data, it has been necessary to establish certain arbitrary factors to account for the man hours expended in the Section. The period of this survey did not permit the establishment of actual time equivalents for these operations, hence estimates were accepted in several instances. While these factors have no particular eignificance in themselves, it is believed that they will prove helpful for comparative purposes as the survey is extended to the other area divisions. A compilation of the data collected in all divisions should indicate questionable deviations from the norm. See Tab P.



Three positions are filled. See Tab O. The Section has been accomplishing its assigned activities. Proposed revisions to the logistical procedures will change the work of the Section. Work will increase in certain activities and decrease in others. Certain activities now performed are not of a logistical nature and can be performed elsewhere with lower grade clerical personnel. In view of these facts, there is little reason to believe that future operation of the Section will require more personnel than are now on board. It is believed advisable to retain, temporarily, one vacant Supply Officer position as a back stop against any unforseen procedural impact which may develop as a result of the current revisions of directives.

Note: During the time this survey was in process, one position (#31, Clerk-Typist, GS-4) was transferred by C/EF/Admin from the Supply Section T/O to the Sudget Section T/O.

(11) The Supply Section maintains limison with the Office of Logistics through a Coordinator provided by that Office. This appears to be a very desirable arrangement since it allows the Section to deal with one man rather than with each of the several elements of the Office of Logistics. The Coordinator assists the Supply Sections and, though the Section, the country desks and case officers, by providing information on all phases of the supply and promrement problem. By maintaining continuous contact with the Supply Section and all elements of the Office of Logistics, he is able to get immediate action on most of the problems that arise. Because of his close contact with the Division, he is able to discuss problems in their operational aspects when dealing with the technical logistics elements. The appointment of the Coordinator seems to be an excellent idea in view of the close coordination and correlation that must be maintained between an Area Division and the Office of Logistics.

#### 5. CONCLUSIONS.

- a. It is not possible to determine accurately the impact of forthcoming logistical procedures. However, a review of tentative drafts of the revisions indicates that, in total, the workload of the Supply Section will not be greater than under present procedures.
- b. The functions under which the Supply Section is now operating should be rewritten to exactly delineate the scope of responsibility within the present logistical system. See Tab Da



- c. The job description for the Section Chief should be reviewed to assure that it does not exceed the area and scope of the functional responsibility placed on the Section. Job descriptions should be prepared and processed for the other occupied slots in the Section.
- d. The workload of the Supply Section consists of several clearly definable activities. These are listed and described above and in the attached Tabs D thru N. Certain of these activities, being of an administrative nature, should be performed elsewhere within the Division. Those having a logistical nature, par. 7 (a) through (g) above, consist of steps that must be taken on behalf of the Division and could not be performed as well at any other Division level, nor at any point outside the Division. They concern the coordination of effort on the part of other division elements and certain reviews and authentications which are best performed at the Division Staff level.
- e. In the absence of experience data permitting the application of work measurement techniques, the T/O requirements of the Section can not be determined on the basis of production factors. The Section has been performing its mission with the personnel presently essigned two Supply Officers and a Secretary. The workload impact resulting from procedures still to be written can not be definitely evaluated but it does not appear that there will be any perticular increase in total. It is concluded that the present T/O can be safely reduced to four positions, leaving one vacant Supply Officer position to be filled only upon evidence of an increase in the logistical workload. There is no evidence that the Section can be reduced below its present strength of two Supply Officers and one Secretary. See Tab N.

#### 6. RECOMMENDATIONS.

- a. In view of the foregoing, it is recommended:
  - (1) That the Supply Section T/O be reduced to four positions the three presently filled plus one to be held vacant pending the determination of impact resulting from forthcoming procedural revisions.
  - (2) That the functions of the Section be restated as shown in Tab B.
  - (3) That the following activities be transferred:
    - To Middin. Admin. Services Section
      Responsibility for division space, furniture and telephone requirements, moves, allocations, etc.



Responsibility for consolidating, requisitioning, distribution and servicing of book and periodical orders.

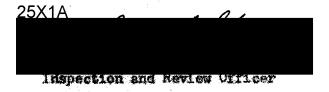
- To EE/Admin. Budget Section Responsibility for preparation of annual estimate of cost for the duplication of intelligence documents.
- 7. GOORDINATION. This report, in draft form, was discussed with the Chief, Em/Admin, who concurs on all major points and is already implementing certain of the recommendations made herein.



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Management VIIIce

Office of Logistics Representative:



19 August 1953

APPROVED:

25X1A Asst. Management Officer, DD/A (For the Clandestine Services)

25X1A W. L. Peel Management Officer, DD/A

Attachments A thru P (?)

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#### PROPOSED PUNCTIONS

## SUPPLY SECTION/EE/ADMIN

#### MAJOR FUNCTIONS:

- 1. Reviews programs, project logistical annexes, other plans and documents concerning the logistical aspects of Division activities, and amendments thereto, to assure, through coordination with the Office of Legistics, TSS, Commo., Medical Office and other technical components, that requirements are within available resources and fore-seeable capabilities, and obtains Office of Logistics concurrence where appropriate.
- 2. Provides specialized advice and assistance, on request, to Division components in the preparation and processing of logistical compilations and tabulations.
- 3. Coordinates with Office of Logistics to assure adequate and timely supply of material, including real estate and vehicles, for the field operational activities within the Division's area of responsibility.
- h. Receives and reviews supply requests from the field and coordinates, where necessary, with other Agency components having operational interest therein.
- 5. Prepares formal requests for supplies and equipment, with appropriate shipping instructions, and forwards to office of Logistics for action.
- 6. Coordinates Division compliance with authorized requests from the Office of Logistics for logistical tabulations, forecasts, inventories and reports, and prepares consolidations where necessary.
- 7. Reviews Division T/E's and A's allowance and consumption factors, stock level requirements, etc., for adequacy.
- 8. Maintains liaison on behalf of the Division with other DE/P and Agency components on logistical matters of common concern.
- 9. Coordinates the selection of Logistical personnel for assignment to the EE Division Headquarters and Field establishment.



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shortages, lead time required for acquisition or manufacture of material items, etc. Based on current policy issued by the Central Intelligence Agency procurement authority or in secondence with their advice in regard to specific items of equipment or supply, recommends modification of logistical support plans for operational activities to conform with existing Agency policy or to reflect current market conditions affecting procurement of specific types of quantities of material.

Based on approved operational plans takes necessary steps to procure material in support thereof by; (1) drawing upon the Central Intelligence Agency procurement and supply facilities (i.e., DD/A) for items secured on the domestic market; or (2) directing, within prescribed limits, procurement on the foreign market by particular field activities concerned. Develops and presents justification for EE logistical estimates when called upon to do so by reviewing elements, wither within DD/P or in other offices of the Agency. Represents the Division in lisison with other elements of DD/P or other components of the Agency in regard to logistical matters.

Coordinates and conducts the day-to-day logistical activities of the Division, including the equitable allocation of critical items of material.

Supervises the maintenance of such inventory control and property account records covering facilities, equipment, and supplies as are required to conform with applicable regulations and to enable the Division to perform effectively its logistical support mission.

Fermilates, reviews, and obtains approval of Division T/R's, T/A's, and special allowances for field support activities, including formulation of standard supply and replacement factors and consumption rates.

Supervises the development and presentation of the transportation and shipping requirements of the Division and expedites transportation and shipping setion as required.

Coordinates and processes the Division's real estate and motor transportation meeds.

Performs related duties as assigned.





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#### SUPPLY SECTION TASKS

#### LOGISTICAL ANNEX:

## Country Desk, Cast Officer or Others having responsibility for the initiation of a Project:

- 1. Compiles the Annex at time Project is being developed, with the assistance, if requested, of the Supply Section.
- 2. Coordinates specialized aspects of materiel annex with appropriate division functional or Senior Staff.
  - a. Annex sections pertaining to TSS, Commo. and Medical are prepared by these offices to be included with the general Annex.
- 3. Obtains assistance of the Supply Section, and, through them, from the Office of Logistics, if needed.
- 4. Takes into consideration such questions as:
  - a. Conformance to Tivision Program.
  - b. Availability of material.
  - s. Suitability of items.
  - d. Supply possibilities and lead time.
  - e. Possible substitutions.
  - f. Other applicable aspects.
- 5. Coordinates with Supply Section to determine correct nomenclature, stock numbers, prices and estimates, etc.
- 6. Obtains sign-off by the Division Functional Staff concerning conformance to Division Program.

## Supply Section, EE/Admin:

- 1. Provides assistance, as required, to Case Officers and others in the preparation of Materiel Annexes.
- 2. Reviews Amnexes for completeness, considering all aspects of the Project.

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- 3. Obtains approval and sign-off of the appropriate Senior Staff imdicating Project conformance to the overall Program.
- h. Obtains consurrence and sign-off of Office of Logistics to the supply aspects of the Annex.
- 5. Forwards to BE/Admin.

#### EE/Admin:

- 1. Reviews for conformance to Division Program and for necessary concurrences.
- 2. Obtains approval of Division Chief.
- 3. Forwards to DD/P/Admin.

#### DD/P/Admin:

- 1. Reviews proposed Project and Annex for personnel, funds and supply aspects, assures to required concurrences and conformance to the overall DD/P Program.
- 2. Presents Project to Ops. Officer, DD/P.

## Operations Officer, DD/P:

- 1. Reviews Project with appropriate Senior Staff and Admin. representatives.
- 2. Hay approve Projects requiring \$25,000 or less and sends others to Project Review Committee, with recommendations, for final approval action.



### SUPPLY SECTION TASKS

#### MATERIEL FORECASTS:

#### Office of Logistics:

1. Prepares 'Order Pads' on which Forecasts are to be prepared.

### Supply Section:

l. Distributes Order Pad forms, with instructions if necessary, to the Country Tesks.

#### Country Desks:

- Completes Order Pads by writing in all supply and equipment items proposed for Projects, phased over a two year term - by quarters for the first year and by half years for the second year.
- 2. Forwards completed Order Pads to the appropriate field office.

## Field Headquarters:

- 1. Edits completed Order Pads for concurrence, marking those items obtainable from local or theater stocks, those to be obtained locally, and any changes recommended.
- 2. Returns edited Forecast to Country Desk, Headquarters.

#### Country Desk:

1. Reviews and forwards to Supply Section.

## Supply Section:

- Reviews Forecast for nomenclature, stock numbers, suitability, availability, etc.
- 2. Obtains concurrences, as necessary, from TSS, Commo, Medical and appropriate staff elements.
- Note: At this point former procedures are changed by a pending logistical directive under it the former consolidations required of the Supply Section will be done by IRM machines.





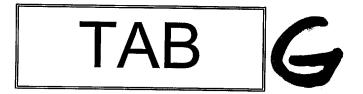
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## PROCESSING OF REQUISITIONS:

## Division Logistics Section:

- 1. Receives request for stock, by cable, dispatch or requisition
- 2. Prepares standard requisition form No. 36-125.
- 3. Coordinates with Commo, Medical, TSS or Security Office as their interests appear.
- h. Prepares shipping instructions, Form 36-h.
- 5. Hands Requisition and Instructions to Area Coordinator.
- 6. Establishes Requisition File in office.
- 7. Keeps Field station informed of progress of supply.
- 8. Sends information from Master Requisition to Field giving them information as to the Cargo Numbers and Identifying Numbers given this shipment.
- 9. Receives VSD (Green) from the Area Coordinator when shipment is packed and ready for shipment.
- 10. Ferwards by dispatch, the VSD to the Field station giving them pertinent shipping numbers and other information.
- II. Performs follow-up and expediting service on the requisition and shipment;





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## VEHICLES - Administrative and Operational:

## Supply Sections

- 1. Receives requests for administrative and operational vehicles, new or replacement.
- 2. Refers to Country Desk to determine if the vehicle was provided for in the appropriate project or if the project must be amended to provide for the purchase or replacement if not provided for, the Country Desk initiates an amendment.
- 3. Coordinates with Office of Logistics, through Area Coordinator, to obtain Logistics approval for the purchase and for records purposes.

On unauthorized vehicles, contacts DD/P/Admin. for approval to make the purchase.

h. Having obtained the above approvals, notifies the Field to proceed with the purchase - policy now dictates the use of foreign cars instead of US makes where practical.

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- automatic replacements, within limitations laid down by this office, and provided this office approves disposal of old vehicle.
- 5. Receives Vehicle Titles from Field and turns them over to Office of Logistics who maintain all vehicle records and accountability.





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#### PROCESSING OF REQUERIMENTS FOR REAL ESTATE AND CONSTRUCTION:

#### Division Supply Section:

- 1. Receives requests for the acquisition, release, alteration or other action effecting realestate.
- 2. Appares justification for the desired action and requests
  Office of Logistics to accomplish in accordance with current
  directives and procedures.

Note: Directives implementing the Office of Logistics responsibility in this field are now in the process of publication. Until these are published it is not possible to identify the exact steps that will be required on the part of the Supply Section. However accountability is vested in the Office of Logistics and there appears little justification for the Divisions to maintain records and inventories.





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### STOCK INVENTORIES:

## Division Logistics Section:

- 1. Receive Inventories.
- 2. Retain copy for files.
- 3. Forward Inventories to Office of Logistics



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#### RECUSSING BEPORTS:

- 1. We recurring reports are being required at this time.
- 2. The Chief/EE infrequently calls on the Logistical Section for reports on specific subjects.
- 3. It is anticipated that in the immediate future reports will be required from the Division on such subjects as:
  - a, Real Estate
  - b. Stock Status
  - c. Vehicles

In the processing of these, the Logistical Section will act in the position of coordinators and expeditors on behalf of the livision in its relations with the Office of Logistics and the field.





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## MAINTENANCE OF PILES, LOGS, MEGISTERS, ETC.

#### Division Logistics Section:

- 1. Maintains the following registers and logs:
  - a. Requisition Log

File Number

Voucher Number

Cargo Number

Nomenclature of first item

Requested By

Lestination

Date In

Project Number

b. Incoming Dispatch and Cable Log

Green copy of control form

c. Outgoing Dispatch and Cable Log

Originator

Late

Humber

Subject

Date out

- 2. Maintains the following files:
  - a. Smual files of administrative matter common to all offices.
  - b. Requisition file consisting of a folder for each requisition containing all papers pertinent to that order.
  - c. Vehicle file same as for requisitions.



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#### BOOK ONDERS:

#### Division Logistics Section:

- 1. Orders for books, magazines, papers and other publications, are received from any place in ME/Headquarters and its field stations.
- 2. Prepare Book Order, INM Card type form, for all requests and forward to Library Branch 1, which goes on to OCD for purchase.
- Performs distribution in those cases where direct delivery can not be made by or through the Library or direct from the publisher.
- 4. Services complaints on non-delivery.
- 5. Initiates canvass, periodically as requested by Library, to determine needs and initiates request to have Library change periodicals accordingly.



TAB M

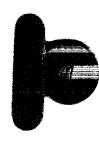
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## DIVISION SPACE, FURNITURE AND TELEPHONE REQUIREMENTS:

## Division Logistics Section:

- 1. Calculates and consolidates all Division requirements for space, furniture and telephone services, and/or moves.
- 2. Presents such requirements to ED/F/Admin. and coordinates between the Division and DD/F/Admin. in the actual servicing of such requests.





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#### DUPLICATING SERVICE:

#### Supply Section:

(Includes documents reproduced here for field distribution and documents sent in from the field - intelligence material - NOT administrative and operational reproduction and distribution)

- 1. Prepares, for CCD, an annual estimate of reproduction costs for the duplication of intelligence reports and documents.
- 2. Secures the foregoing estimates from the Country Pranches and consolidates to arrive at the Division total.



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## SECRET

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## El Admin Supply

1.	Humber of Projects, by type, which require the preparation of Logistic Annexes		#
2.	Number of Requisitions Prepared per Month	<u>25</u>	**
	Number of Line Items on above	<u> 170</u>	
3•	Property Disposal Actions prepared per month	-	Very rare
	Man Hours involved		
L.	Mumber of Cables and Dispetches prepared per month	<u> </u>	
5•	Man Hours spent in conferences and meetings		S est.
6.	Man Hours required in the review of proposed regulatory issuances	ho est.	•
7.	Number of reports, internal and external, required and the subject		
	External		none
	Internal		Very rare
8.	Type of records maintained and the man hours expended		
	Vehicle Records	nene	
	Property Records	7020	
	Real Fstate and Construction	none	
	Catalogs and Price Mets	Yes	New-no est.
	Requisition Logs and Files	Yes	<u>l</u> o
9.	Number of actions per month on general service type activities - space, furniture, telephones	Major actions only	18 hours spent on present plans

of each active project to establish. An attempt will be made to

in connection with present budget cuts. CONFIDENTIAL

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